



28 July 1967

MEMORANDUM FOR: Deputy Director

SUBJECT: Action on the [] Report

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1. I have examined the booklet which you sent me, subject as above.

2. I find this descriptive of an excellent piece of work, and I am pleased with the results which you and the other senior officers have achieved. I recognize that "... we are far from bringing the 'information explosion' under control.", but I am persuaded that we are on the right track and headed in the right direction at an acceptable tempo.

3. On 1 January 1968, I would appreciate it if you would undertake a review of progress based on this report. This should be a detailed undertaking and a thorough examination of where we stand at that time. Also you may well come up with additional recommendations for action which will help us toward our ultimate objective.

4. Incidentally, I thoroughly agree with your statement that we must keep "awareness alive". This is a daily task for all of us, and, if you sense that anyone is backsliding, please blow the whistle promptly.

mt
Richard Helms
Director

Attachment - Subject Booklet
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28 JUL 1967

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT Action on the [] Report

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1. In December you asked me to review the IG Survey on Foreign Intelligence Collection Requirements, sort out the recommendations and get implementing action commenced. After receiving detailed comments on the Survey and its recommendations, I convened a group of our senior people -- White, Bross, Sheldon, FitzGerald, Proctor, Duckett and Bannerman. In order to tackle the complex of problems raised by the Report's 27 recommendations, we met about 12 times and went into some aspects of the requirements process in depth. We reviewed each recommendation. The purpose of this memorandum is to inform you of the results.

2. The status of action on each individual recommendation is listed in Attachment 1. Major actions and developments are as follows:

a. The most salutary result of the [] Report, in my judgment, has been the awakening of our senior people and middle-level managers to their responsibilities for Collection Requirements, instead of letting the process continue to be choked by paper and grind along through low-level handling. We should work to keep this awareness alive, and particularly to translate the new attitude into tangible results in holding down the paper flow and the growth of budgets and staffs. However, it goes without saying that any substantial progress on requirements requires the co-operation of the whole Community.

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b. Closely related to the "awareness" of our managers is the improvement of communications between collector and intelligence analyst within the Agency. I believe we have laid the groundwork for this.

c. A number of organizational changes have been made, including:

(1) Reconstituting the Collection Guidance Staff (CGS) into the Information Requirements Staff (IRS), with the latter relieved of some extra-curricular responsibilities CGS had, and with DDI and DDS&T in agreement as to what IRS will do for both Directorates (Attachment 2).

(2) Establishment of an Information Requirements Advisory Group (IRAG) which, chaired by Ed Proctor, will involve the top echelons of the Agency's substantive offices (plus a representative of the DDP) in requirements in a direct way (Attachment 3). In terms of what can be done within the Agency to combat the "information explosion," the IRAG is in a position to set rigorous standards for what is truly essential. I regard the creation of IRAG as a significant step in the right direction and recommend that Proctor give us a short briefing on IRAG's achievements and problems about once a quarter.

(3) Shifting of the COMOR Staff -- now COMIREX -- from cognizance of the DDS&T to that of the DDI and the transfer of the reconnaissance targeting group from CGS to the COMIREX Staff.

(4) Transfer of the SIGINT Working Group, formerly part of COMOR, to the SIGINT Committee.

25XT d. [] is chairing an inter-directorate ad hoc committee to hone down the PNIOs to those critical issues on which U.S. national survival depends (Attachment 4). The committee will recommend an Agency position both on PNIO content and purpose to take into USIB. The DDP will attack the IPC List after Hugh's group reports.

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3. Action has also been taken or is under way on a number of less significant recommendations. In addition, I have agreed to disregard several of the Report's recommendations as having been based on false premises or as unworkable.

4. I should also add my view that, even if the Report's major recommendations are effectively implemented, we are far from bringing the "information explosion" under control. Its principal manifestation involves technical collection -- photography, ELINT, COMINT, [redacted] and the like -- and not high quality human reporting. The resulting escalation of the U.S. intelligence budget underscores the need for a concerted attack on collection activities with a forceful and candid attitude of, "What data can we do without?"

5. Please let me know what further action you would like.

[redacted]
Kurtus Taylor
Vice Admiral, U.S. Navy
Deputy Director

Attachments: 4

1. List of Recommendations and Actions or Comments
2. Agency Notice [redacted] 14 July 1967
3. Agency Notice [redacted] 14 July 1967
4. Memo from DDCI, dated 14 June 1967, subject: Revision of Priority National Intelligence Objectives (PNIOs)

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This Notice Expires 1 August 1968

ORGANIZATION

14 July 1967

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INFORMATION REQUIREMENTS STAFF
OFFICE OF THE DEPUTY DIRECTOR FOR INTELLIGENCE

1. Effective 1 July 1967, the Information Requirements Staff (IRS) was established in the Office of the Deputy Director for Intelligence to replace the Collection Guidance Staff. The IRS is responsible for servicing the needs of the intelligence-producing offices of the Directorates of Intelligence and of Science and Technology in the field of information requirements. (A statement of the mission and functions of the Information Requirements Staff is attached.)

2. [] has been appointed Chief, Information Requirements Staff.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

R. L. BANNERMAN
Deputy Director
for Support

Attachment

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14 June 1967

MEMORANDUM FOR: Deputy Director for Plans
Deputy Director for Intelligence
Deputy Director for Science & Technology
Director of National Estimates

SUBJECT: Revision of Priority National Intelligence
Objectives (PNIOs)

1. For some years CIA's attention to DCID 1/3 (PNIOs) has been largely confined to their preparation by the Office of National Estimates and the Agency's participation in the USIB deliberations on the subject. The provision for annual revision and quarterly supplements has had the effect of making the PNIOs a pro forma process which has not included adequate participation by those Agency elements which can and ought to make an effective contribution to the development of a more useful list.

2. In order to engage the interest and participation of all the Agency's collecting and producing elements, there is herewith established an ad hoc committee to develop recommendations for a CIA position with respect to the forthcoming revision by the USIB of the PNIOs. These recommendations should include redefining the content and purpose of the PNIO list, the frequency of revision of the list, and the substantive content of Intelligence Objectives to be included on the list. In developing their recommendations, the committee should be guided by the criterion that the list should be specific, unequivocal and limited to those Intelligence Objectives upon which our national survival depends.

25X1 3. [] will act as chairman of the committee. Each addressee is requested to assign to the committee one senior officer with the broad qualifications needed to contribute effectively to the deliberations of the committee. I am confident that each of you has a personal interest in and will fully support this effort.

25X1 [] will request whatever support he needs from your

25X4 components through your representative on the committee, including drafts of PNIOs which represent your views to be discussed on the committee. [] will be contacting you shortly regarding the assignment of your representative to the committee.

4. The USIB schedule calls for the annual revision of the PNIOs in the near future. I intend to request USIB to postpone its consideration until the Agency has had an opportunity to complete the task discussed above.

[]
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Sturges Taylor
Vice Admiral, U.S. Navy
Deputy Director

cc: D/DCI/NIPE
Executive Director
Deputy Director for Support
Special Assistant to the DCI []
USIB/S
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